



Transforming DoD Training to Better Enable Joint Operations

International Customer Symposium

Unclassified

October 13, 2004



Training is Changing *and this Presents an Opportunity*



***From:* Experience every Situation
in Training Before it is
Experienced in Combat**

***To:* Expect the Unexpected**



The Need for Training Transformation



- **Global war on terrorism is a transformational event that cries out for us to rethink how we train for and conduct joint operations and to put this new thinking into action**
- **Future threats may come from terrorists, cyber-attack, traditional state-on-state conflict or in a way we have yet to envision**
- **U.S. armed forces have a training superiority that complements our technological superiority**
 - **However, inadequate & poorly timed joint training will negate technical superiority**
- **“We must transform not only the capabilities at our disposal, but also way we think, way we train, way we exercise and way we fight.”**



Transform To A Joint And Multinational Focus



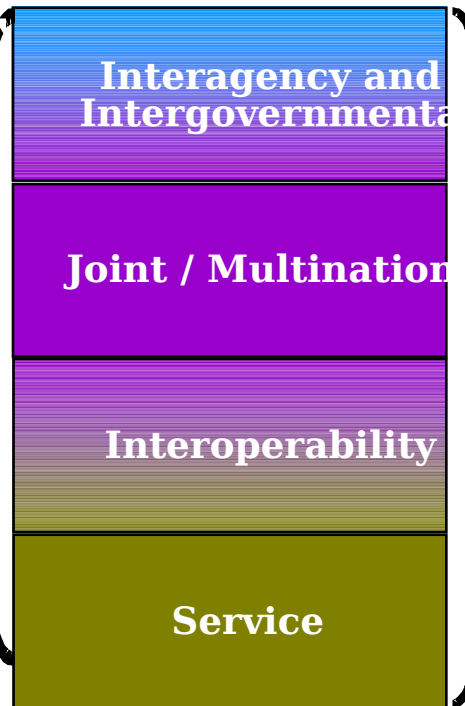
QDR-based

Training in the Past

- **Service Focus**
 - Schoolhouse based
 - Mostly live
 - Service core tasks
 - Less flexible MRCs
- **Unit capabilities**
- **Service-centric SORTS reporting**
- **Independent test and training ranges**
- **Some AC/RC integration**

Today

DoD Training



Transformed Training

- **Joint/Multinational Focus**
 - Schools, distributed, embedded
 - Integrated LVC Environment
 - Joint interoperability tasks
 - More flexible diverse missions
- **Networked capabilities**
- **Joint interoperability training measured and reported**
- **Linked, integrated and accessible ranges**
- **Total Force integration**

Tomorrow

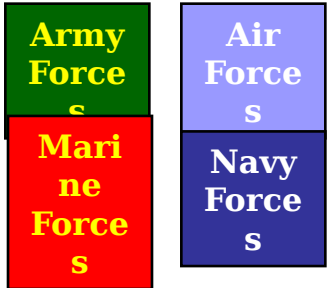
We Fight as a Joint Team - We Should Train in a Joint Context



Attributes of a Transforming Joint Force

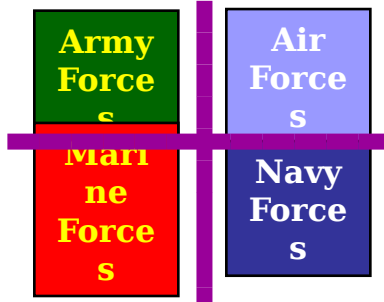
The Operator's approach

**Deconflict
Service
Forces**



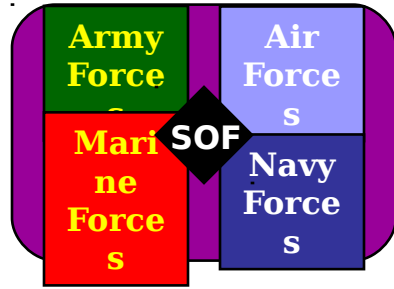
**Services
Deconflicting**

**Stitch Service
Seams**



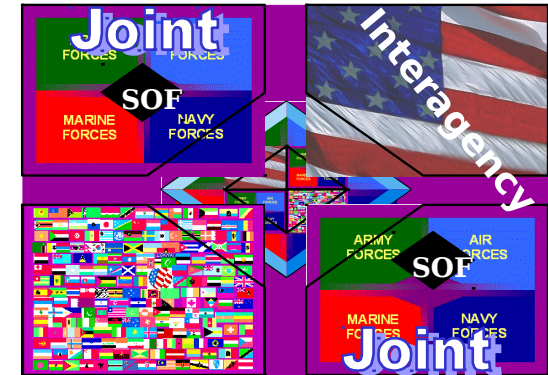
**Services
Coordinating**

**Integration of
Service
Capabilities**



**Services /
SOCOM
Integrating**

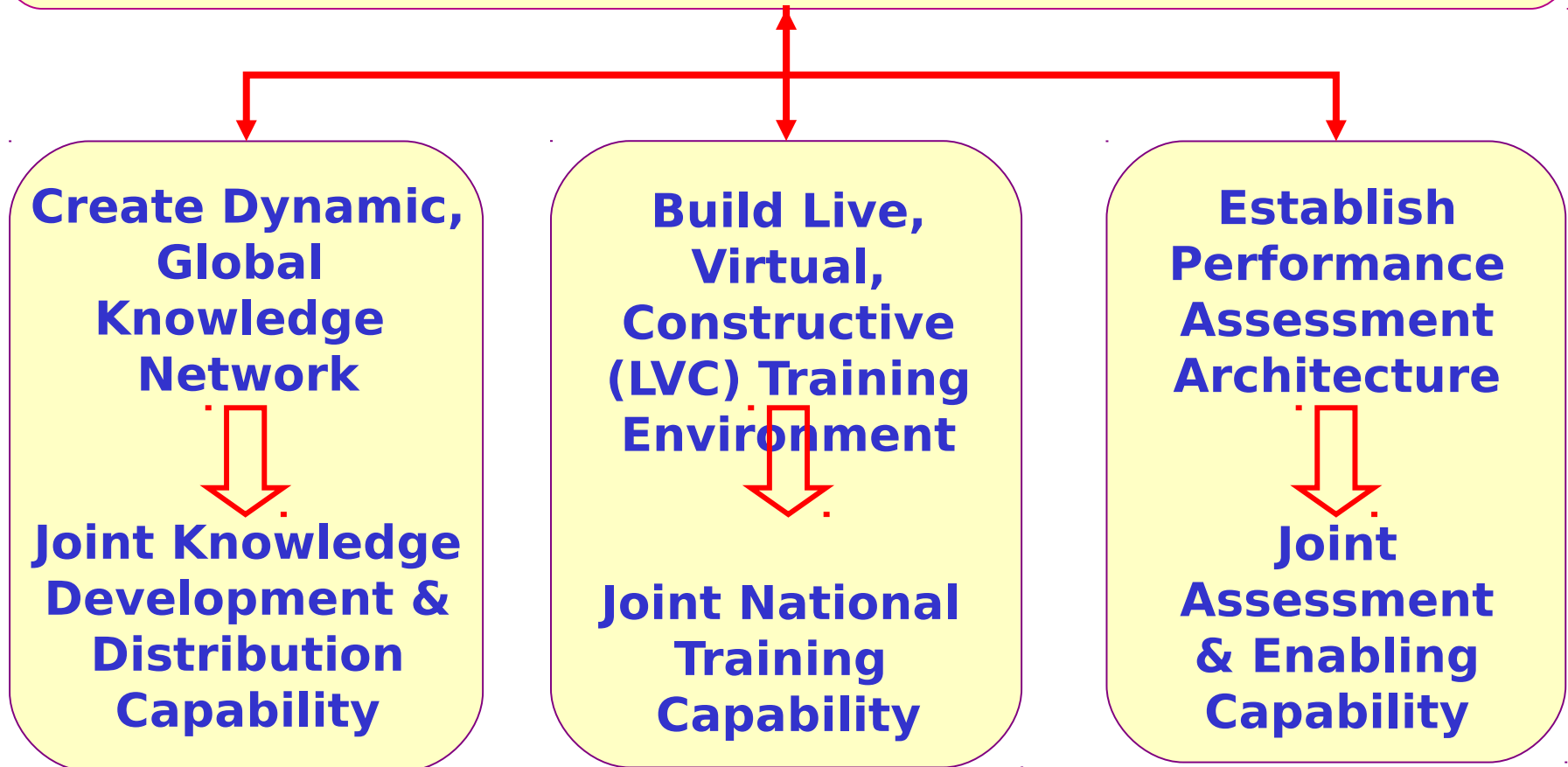
**Effects-Based,
Collaborative,
Network Centric
and
Interdependent**



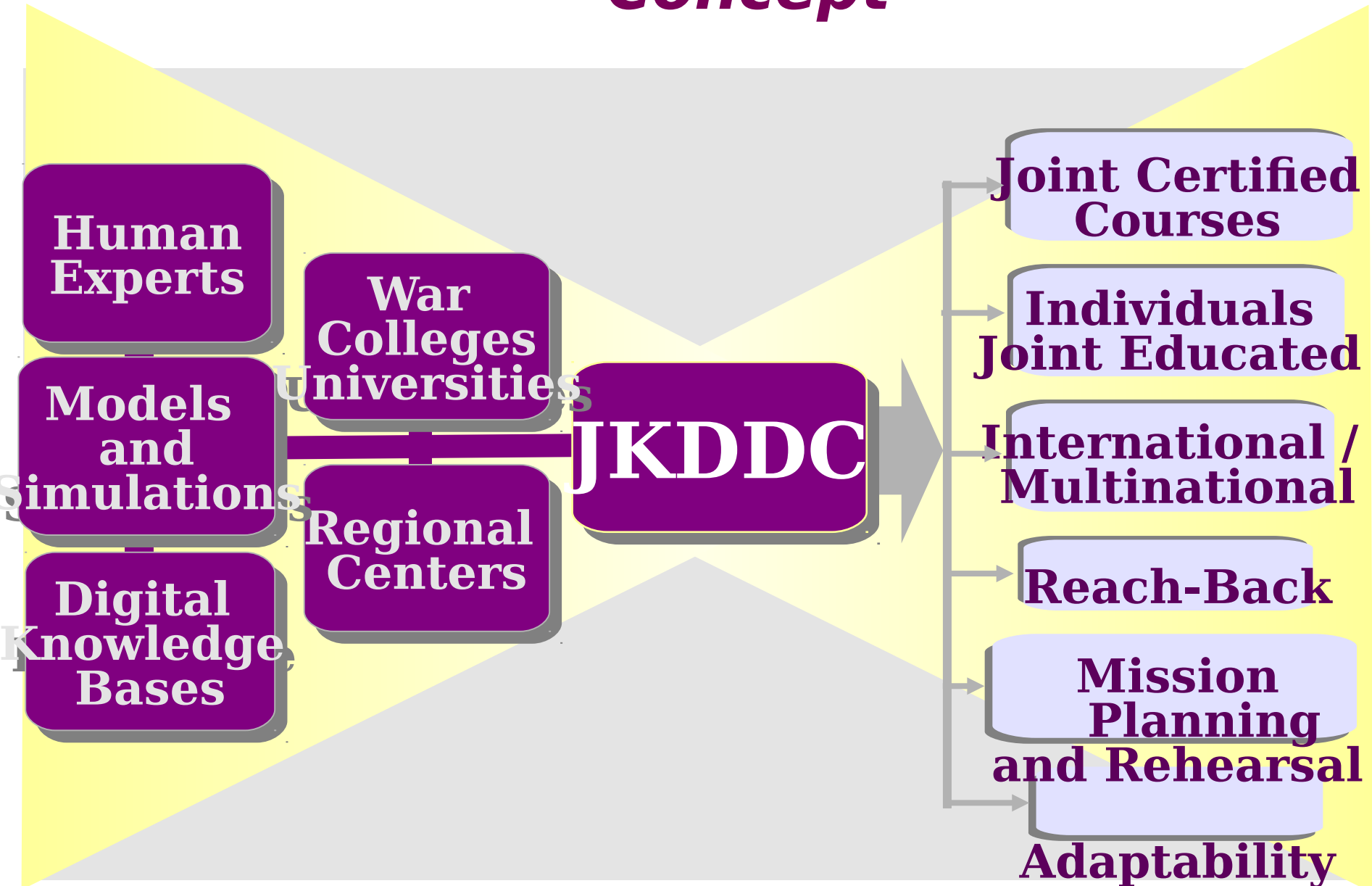
**A coherently
Joint,
capabilities-
based,
Joint Force**

Training Transformation Vision and Capabilities

Provide dynamic, capabilities-based training for the Department of Defense in support of national security requirements across the full spectrum of operations, service, joint, interagency, intergovernmental, and multinational operations.



JKDDC Performance Assessment Concept





Preparing Forces Individually

- Provide continuous career-long development of joint knowledge through learning, education, and training to prepare individuals to:
 - Understand and conduct joint operational art
 - Understand the common relevant operating picture
 - Respond innovatively to adversaries
- Distribute knowledge to DoD personnel anytime, anywhere
 - Enable network-centric global distribution
 - Harness advanced information technology tools and standards (e.g., portals, intelligent tutors, SCORM, etc.)
- Management and Oversight
 - Joint Management Office (CJCS Lead)



JKDDC Working Group (WG) Members

- Primary Purpose: To identify and prioritize joint education and training requirements
- Approval/Validation: Approved by the JS/J-7 Director; validated by the T2 SAC

Combatant Commands

CENTCOM
SOUTHCOM
PACOM
EUCOM
NORTHCOM
STRATCOM
TRANSCOM
JFCOM
SOCOM

Combat Support Agencies

DEFENSE INFORMATION SYSTEMS AGENCY
DEFENSE TREAT REDUCTION AGENCY
DEFENSE CONTRACT MANAGEMENT AGENCY
DEFENSE INTELLIGENCE AGENCY
DEFENSE LOGISTICS AGENCY
DEFENSE SECURITY COOPERATION AGENCY
NATIONAL SECURITY AGENCY

Services and Service Colleges

USA
USN
USMC
USAF
US COAST GUARD
ARMY WAR COLLEGE
NAVAL WAR COLLEGE
AIR WAR COLLEGE

Other Members

OFFICE OF SECRETARY OF DEFENSE
JOINT STAFF
NATIONAL DEFENSE UNIVERSITY
SPECIAL OPERATIONS UNIVERSITY
NATIONAL GUARD BUREAU
COMBINED FORCES COMMAND
NORTH AMERICAN AEROSPACE DEFENSE
COMMAND



FY03 Requirements



FY03 Requirements	Sponsor
Chemical Biological Radiological Nuclear	PACOM
Senior NCO	JFCOM
Joint Deployment	PACOM
Joint Staff Action Processing	Joint Staff
JTS/JTIMS User	JFCOM



FY04 Requirements

(Produced by JFCOM; approved by CJCS & USD P&R)



FY04 Requirements	Sponsor
Joint Task Force Fundamentals Course (JTF 101)	JFCOM
Joint Planning Orientation Course (JPOC)	PACOM
Joint Professional Military Education 101 (JPME101)	JFCOM
Joint Information Operations (IO) Planner's Course	STRATCOM
Joint Anti-Terrorism Course	NORTHCOM
Joint Special Operations Task Force (JSOTF) Course	SOCOM
Global Command and Control System (GCCS) Operational-Level Course	JFCOM
Standing Joint Force Headquarters (SJFHQ) Fundamentals Course	JFCOM
Joint Civil-Military Operations Task Force (JCMOTF) Course	SOCOM
Combatant Command Orientation Course (One for each)	EUCOM
Homeland Security/Defense Course	NORTHCOM
Joint Theater Logistics Planning Course	TRANSCOM
Joint Interagency Coordination/Joint Interagency Coordination Group Course	JFCOM
Joint Operations Planning and Execution System (JOPES) Course	JFCOM
Joint Air Component Operations Course	JFCOM
Military Support to Civil Authorities (MSCA) Course	NORTHCOM
Joint Critical Infrastructure Protection Course	NORTHCOM
Joint Targeting Prerequisite Course	JFCOM
Fundamentals of Personnel Recovery	JFCOM
Theater Total Distribution Course	TRANSCOM
Joint Psychological Operations Task Force (JPOTF) Course	SOCOM
Defense Readiness Reporting System (DRRS) and Joint Readiness Reporting System (JRRS) Course	PACOM
Joint Missile Assessment Course	STRATCOM



JNTC Builds on Success



1st Training Transformation Major Training Centers

Realistic Combat Training

Credible Opposing Forces

Common Ground Truth

High Quality Feedback

2nd Training Transformation Joint National Training Capability

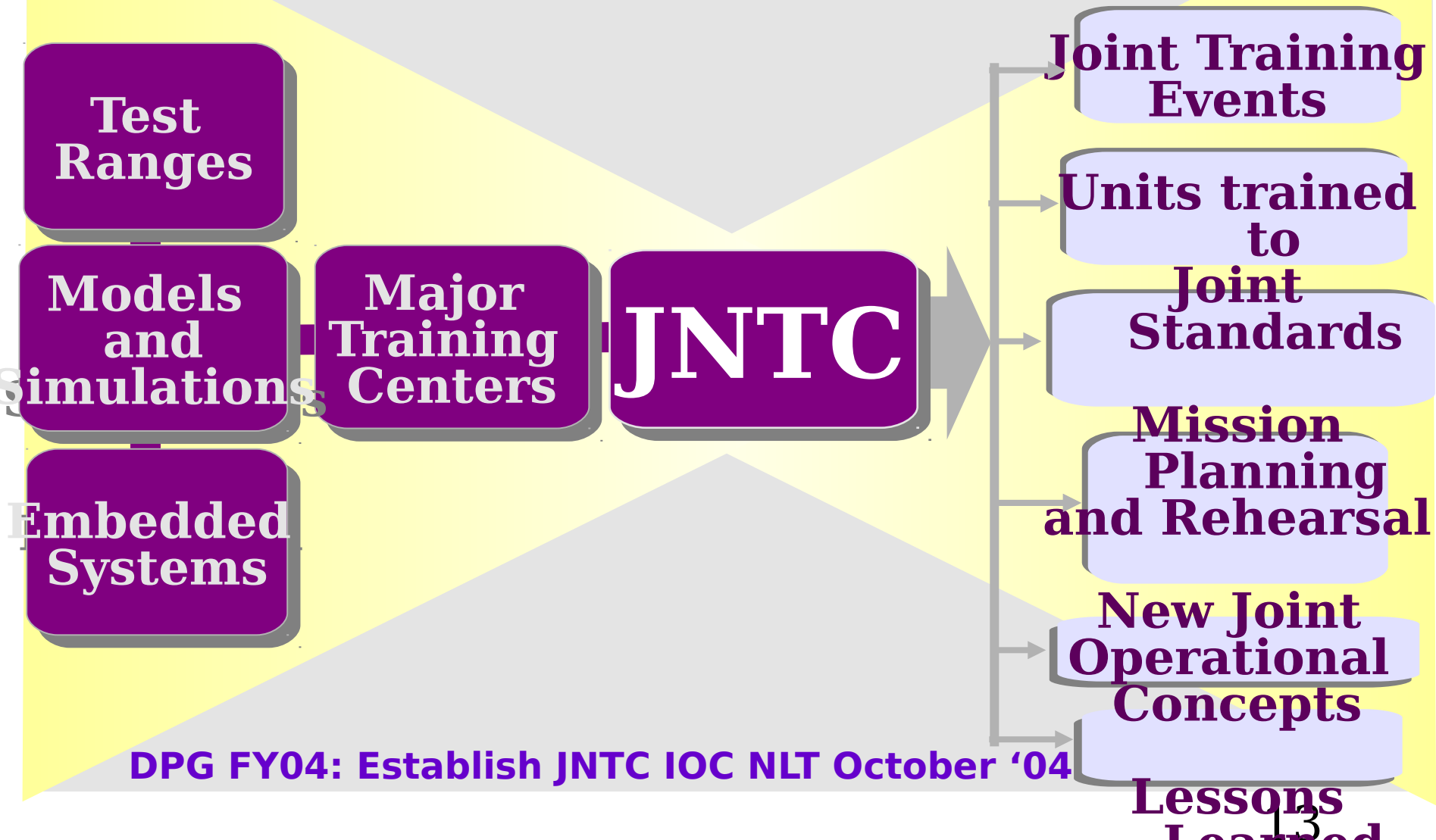
- Joint context - horizontal / vertical
- Employs joint doctrine / tactics / techniques
- Live training with simulation / stimulation
- Mission rehearsal implications
- Realistic information ops and C4ISR
- Multi-dimensional peer adversary
- Potentially deployable / distributable
- Asymmetric challenges
- Diverse targets / threats

- Integrated range instrumentation
- Joint Observer / Trainers
- Certified, accredited
- Focus on joint performance outcomes
- Ability to assess concepts and doctrine

We Fight as a Joint Team - We Should Train in a Joint

• Feeds joint lessons learned
• Promotes Joint Training System use

Concept





Joint National Training Capability (JNTC)



Mission: The Joint National Training Capability will continuously improve the ability of U.S. military, federal agencies, and multinational forces to fight effectively as a joint and combined team.

Customers: Combatant commands; Military (Active and Reserve), Civilian DoD Personnel and DoD Agencies; Interagency, Intergovernmental and Multinational Organizations

Goals:

- Improve management and coordination of joint training resources;
- Fully implement the Joint Training System Applications and provide means to develop improvements in DoD warfighting capabilities;
- Embed the proper joint context into Service training tasks;
- Provide opposition forces and realistic threat systems;
- Create persistent global joint training infrastructure;
- Provide live, virtual, and constructive (LVC) environment for joint training events;
- Lead development of advanced training technologies providing joint functionality interfaces and interoperability; and
- Coordinate and integrate activities with other capabilities of training transformation.



JNTC Event Types

- **Horizontal Training Event**: Leverage Service collective training events providing joint context and joint force participation with emphasis on “horizontal” interoperability (joint) training between tactical units and some interface with C2 elements
- **Vertical Training Event**: Leverage CoCom and Component command and staff training events, increased C2 depth, joint context, and assessment of Command & Staff training including linking component and joint planning and events
- **Integration Training Event**: Provide robust joint context in large scale interoperability exercises with horizontal and vertical threads to provide joint training and opportunities for exploring doctrinal margins and experimentation
- **Functional Training Strategies**: Develop analytical basis, joint training capabilities, and environments for emerging functional warfighting and complex tasks



What's Different

- **Lessons learned from OEF, OIF, GWOT integrated into JNTC**
- **Training scenarios modified to meet emerging, asymmetric threats**
- **JNTC events are mission rehearsals**

Our men and women should never experience a mission for the first time in combat



The Joint Context

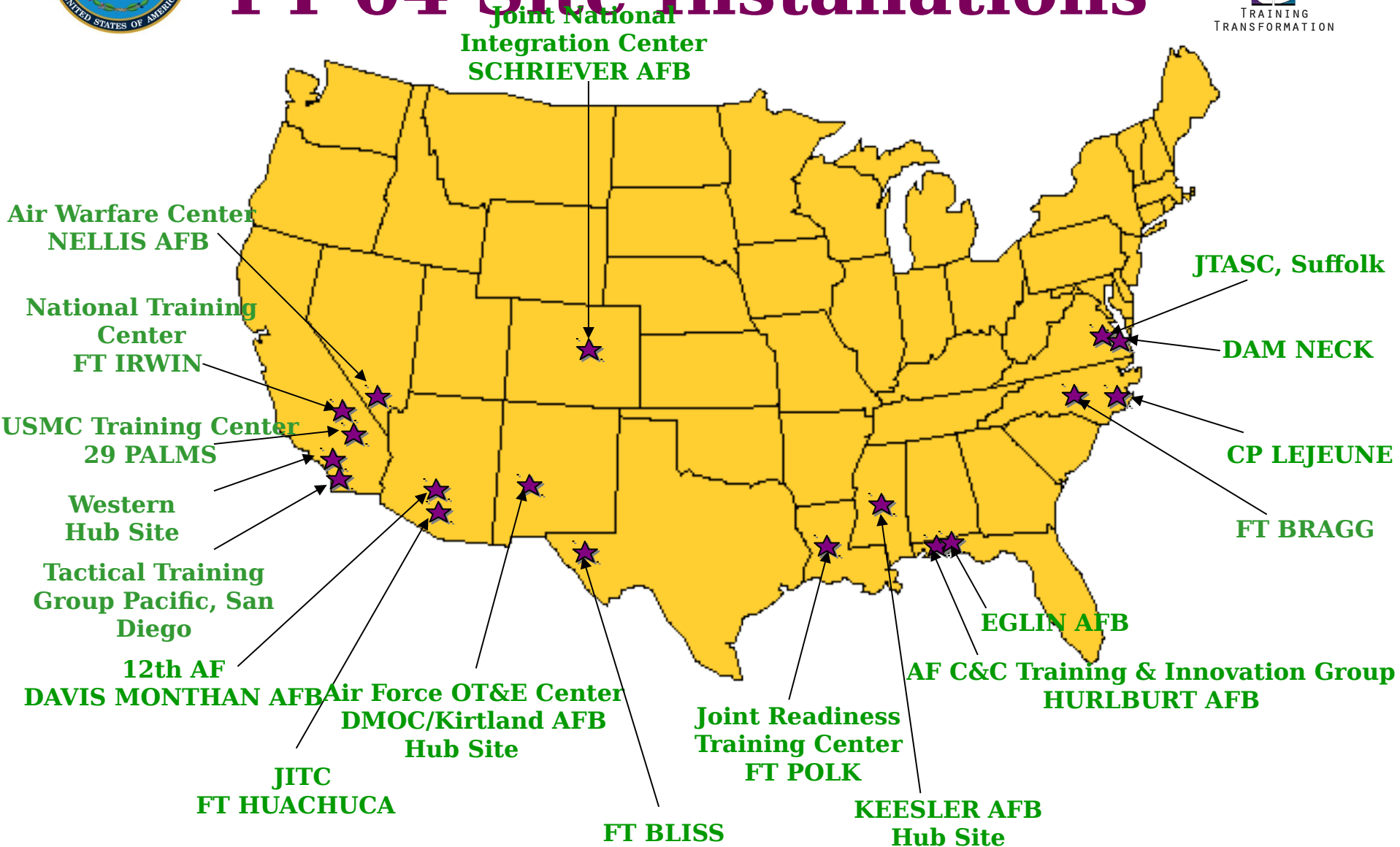
Certified and Accredited Joint training

- **Design joint training objectives based on joint training requirements**
- **Develop realistic scenarios**
- **Tailor joint C2 to training requirements**
- **Use joint doctrine, tactics, techniques and procedures**
- **Incorporate coherent OPFOR planning, integration and C2**
- **Provide joint exercise control**
- **Conduct joint event analysis and feed back (AAR)**
- **Certified locations and accredited events**

JFCOM has a Central Role in Developing Joint Context

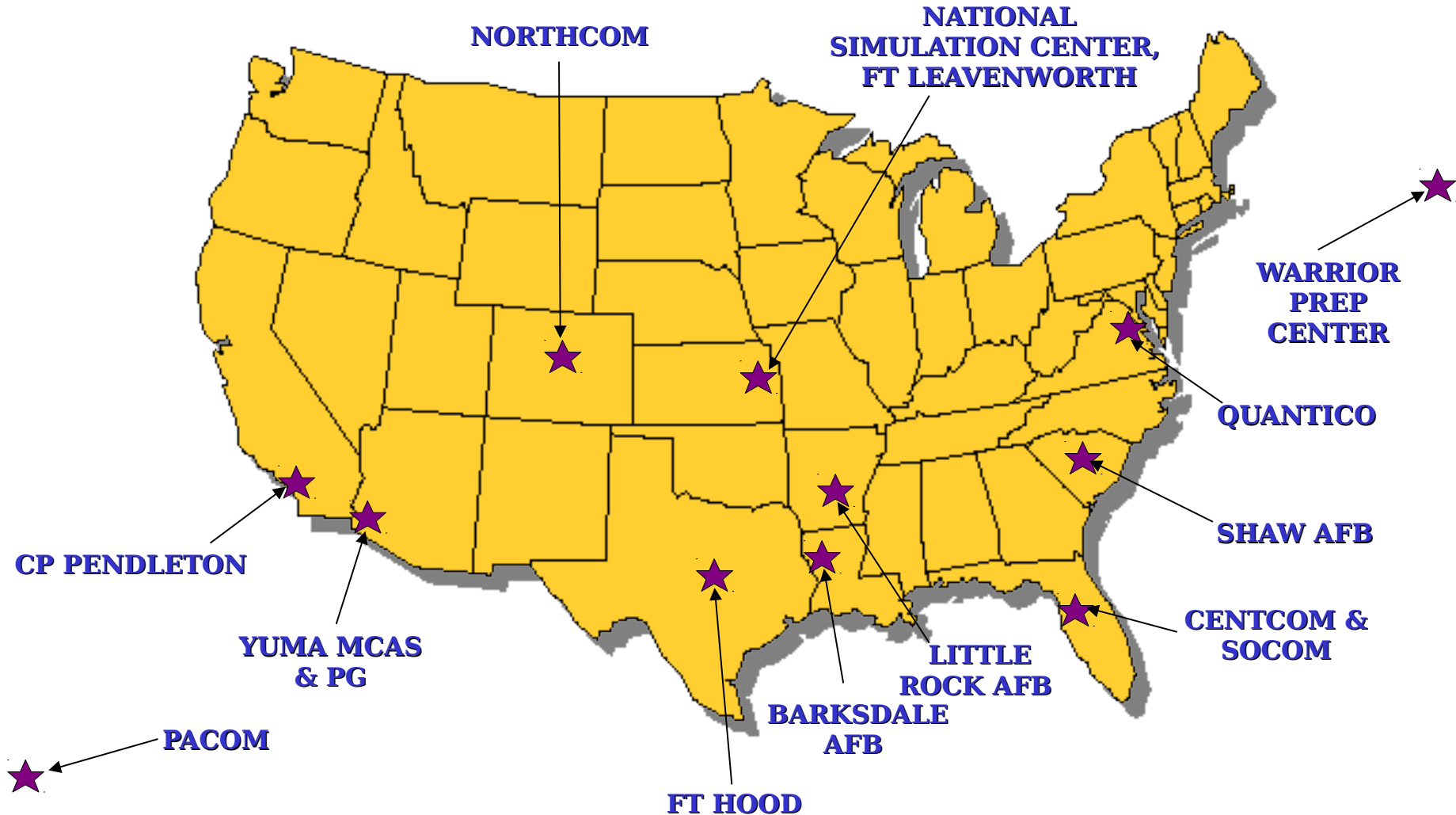


FY 04 Site Installations





FY 05 Persistent Sites





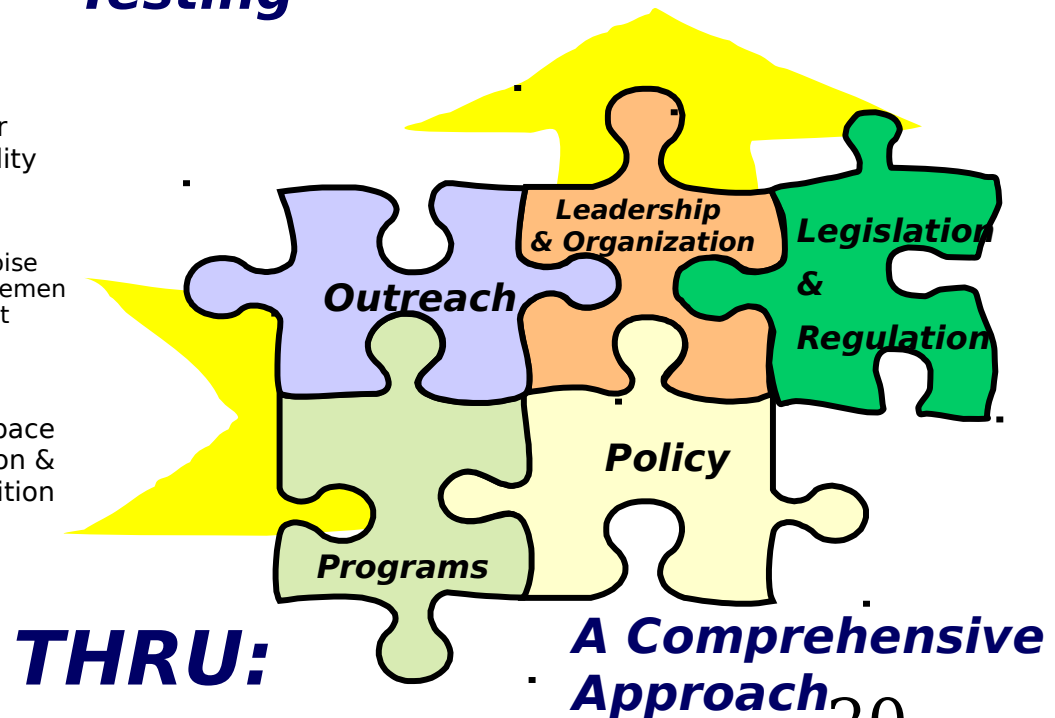
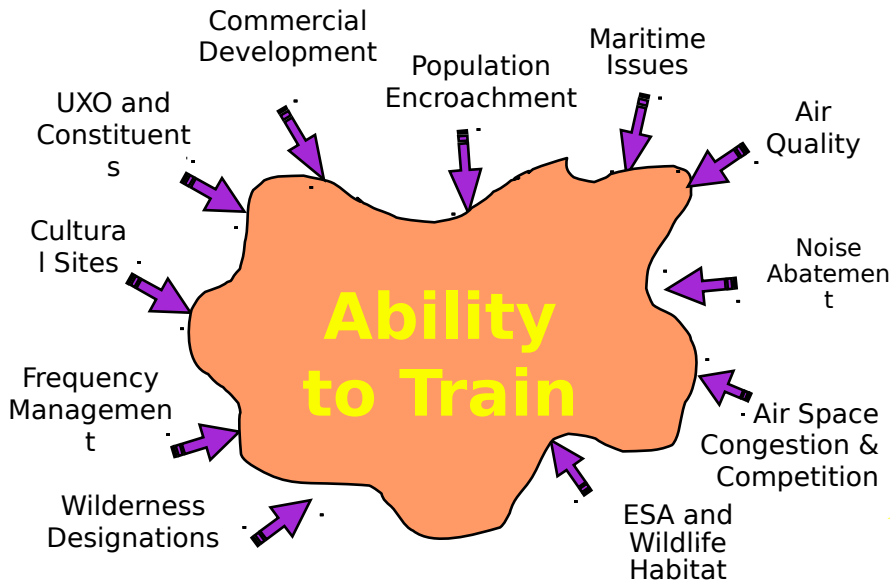
SUSTAINABLE RANGES



**A SHIFT
FROM:**

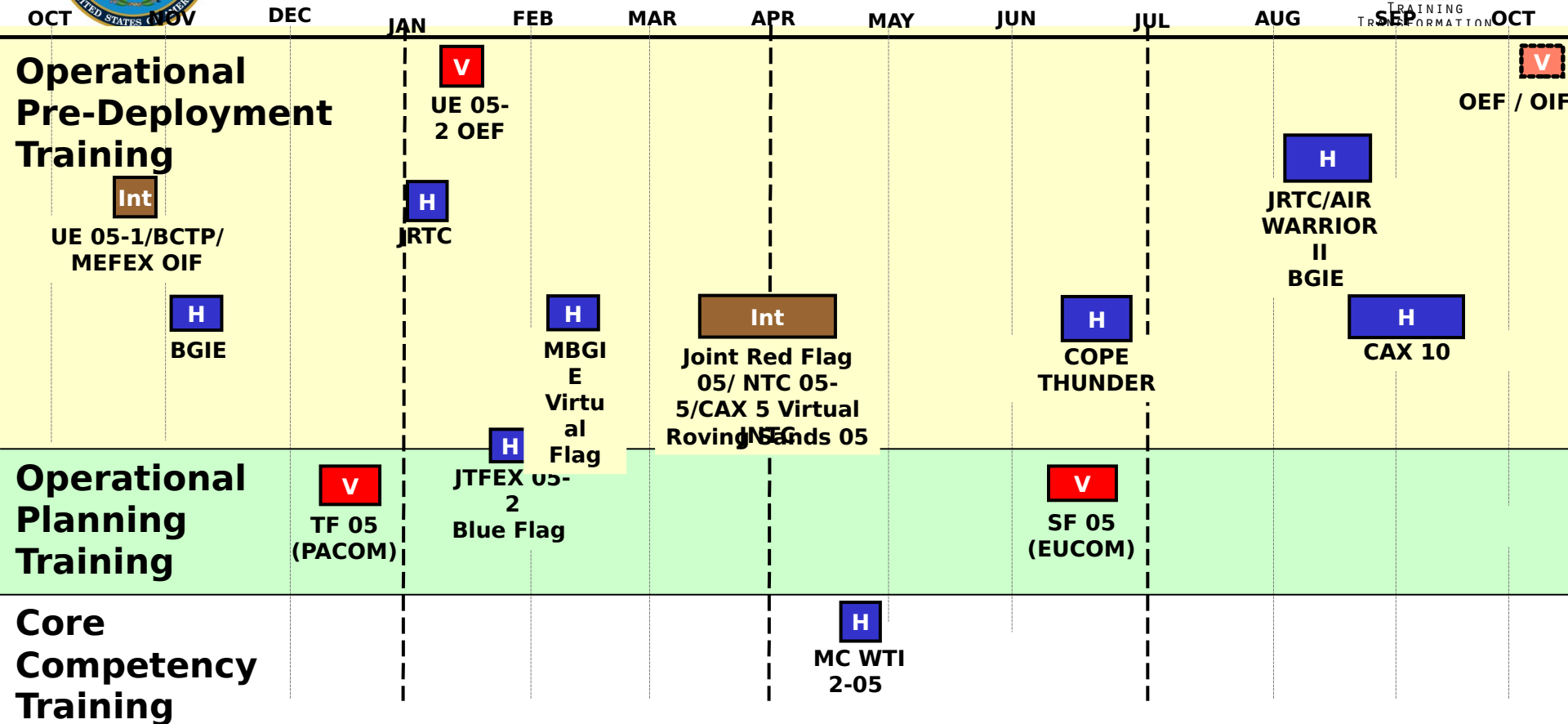
**Encroachment and
Reduced Flexibility**

TO:
**Sustainable
Training
and
Testing**





FY 05 JNTC Training Events



H JNTC Horizontal Training Event

V JNTC Vertical Training Event

Int JNTC Integration Training Event

MEFEX - Marine Expeditionary Force Exercise
OEF - Operation Enduring Freedom
OIF - Operation Iraqi Freedom
PACOM - Pacific Command
SF - Sharp Focus
TF - Terminal Fury

BCTP - Battle Command Training Program
BGIE - Battle Group Inport Exercise
CAX - Combined Arms Exercise
CTC - Combat Training Center
MBGIE - Multi-BGIE

EUCOM - European Command
FD - Fuertas Defensas
JTFEX - Joint Task Force Exercise
MC WTI - Marine Corps Weapons and Tactics Instructor Course



Joint Assessment and Enabling Capability



Mission: Ensure the systematic assessment of joint training and the effect from Training Transformation; provide enabling tools and procedures to JKDDC and JNTC to enhance joint force readiness

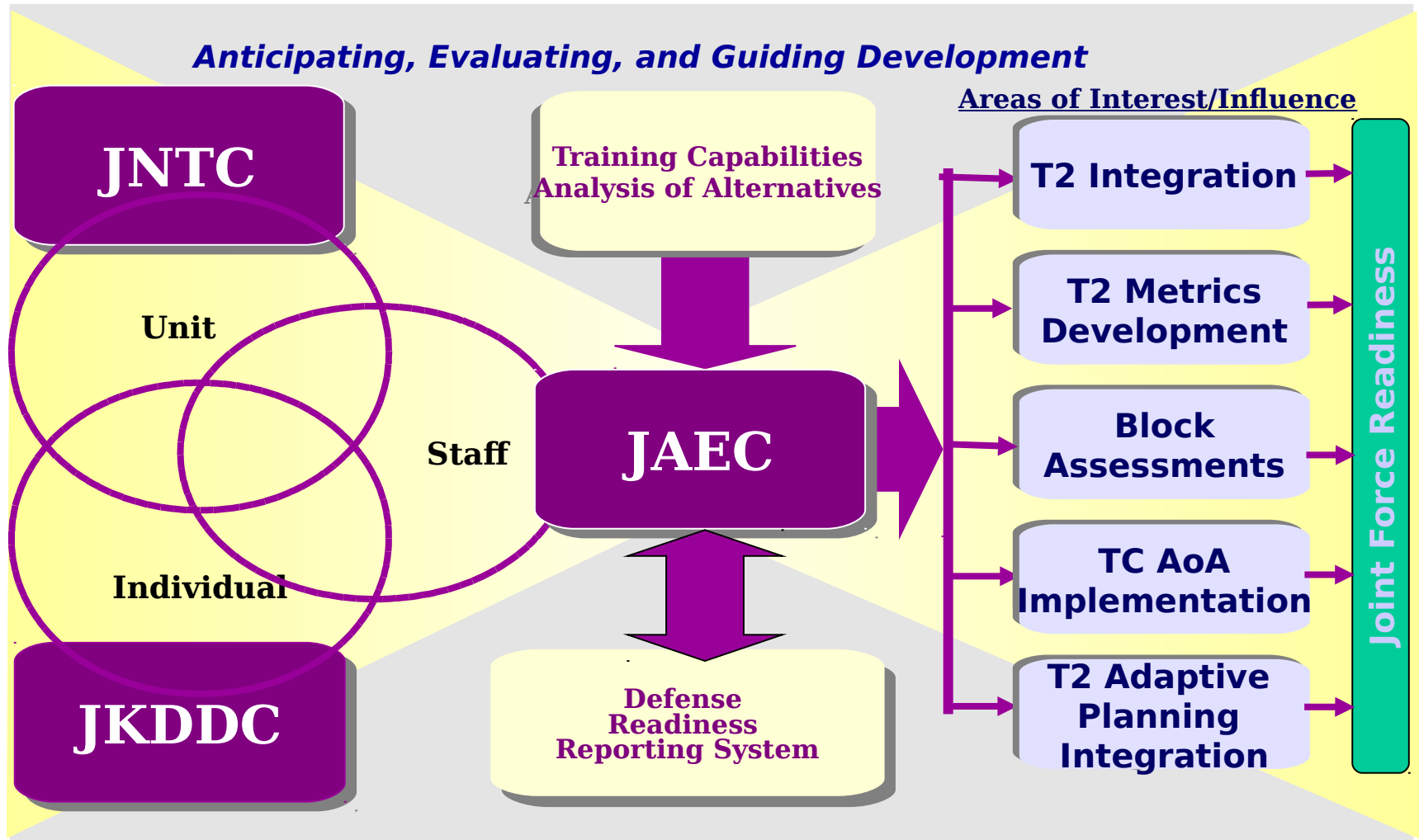
Customers: COCOMs; OSD; Joint Staff; JMOs; Military Services; Interagency; Coalition Partners

Goals:

- Dynamic Joint Training System -- next Generation Assessment Tools and Metrics
- Robust Joint Lessons Learned Capability
- System that Tracks Joint Qualifications and Experience
- Linkage of Joint Training Outcomes to Readiness
- New Joint Mission Essential Tasks for Interagency and Coalition
- New Training Assessment Guidelines / Policies
- Joint Training System Enterprise Architecture
- T2 Block Assessments and Recommendations

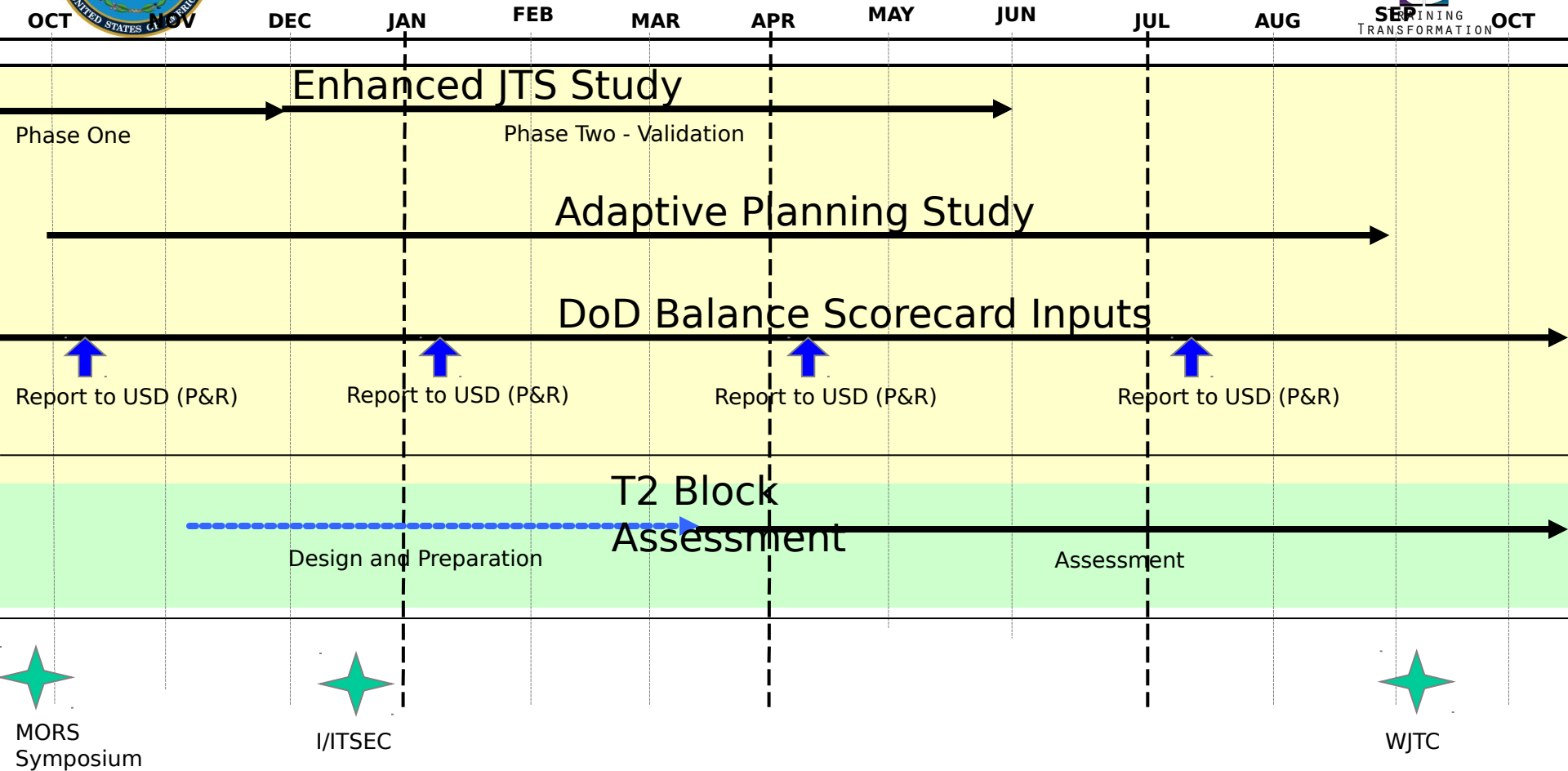


Joint Assessment and Enabling Capability





FY 05 JAEC Activities





T2 Analytical Agenda



Making sure we get this right is an area we need

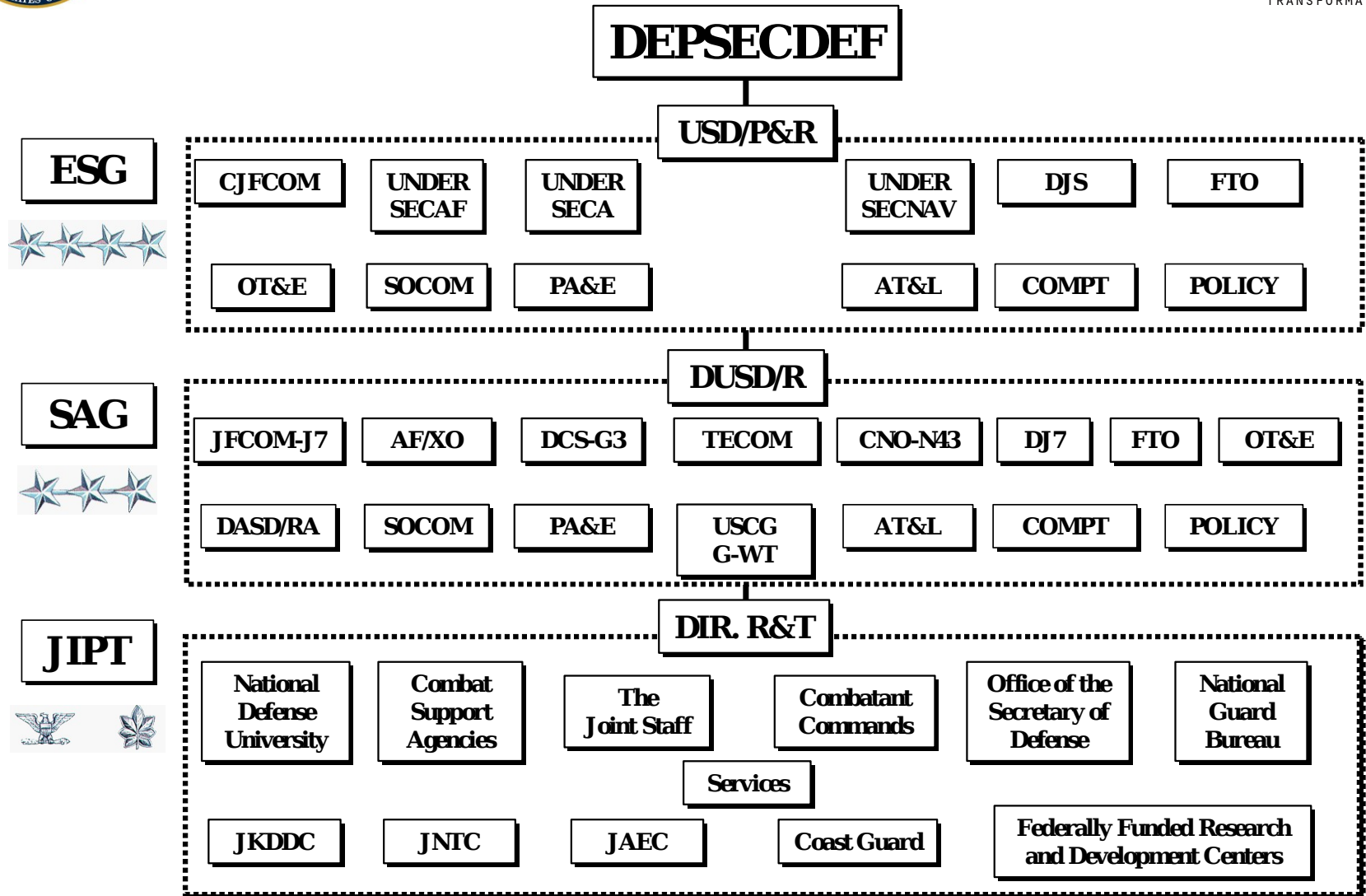
help in - from the OR community, the training

community, the testing community and the M&S community:

- Rigorous design of experiments**
- Reliable measures of performance, effectiveness(outputs vice inputs)**
- Implications to planning & analysis**



Training Transformation Oversight





**For additional information on
Transforming DoD Training**
www.T2net.org

"Transforming is about more than developing new strategies and structures -- it is about changing culture, about encouraging new ways of thinking so that we can develop new ways of fighting and provide our armed forces the tools they need to defend our way of life."

Donald H. Rumsfeld
Secretary of Defense

"Transformation is not an easy business. It takes time, it takes a lot of partnering...and it requires a lot of work and coordination among the Services, agencies, combatant commands, and civilian organizations, inside and outside the Department of Defense."

Admiral Edmund P. Giambastiani, Jr.
Supreme Allied Commander for Transformation

"The strategic environment has changed and the United States military must change also."

Dr. Paul Mayberry
Deputy Under Secretary of Defense for Readiness